






















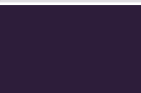




## **Additional Disclosure** *Appendix*









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**As organizational stakeholders of the Global Reporting Initiative, this document uses the GRI G3.1 Reporting Guidelines to improve structure, content and comparability.**

Application Level C

GRI G3.1 DISCLOSURE SECTION	PROFILE DISCLOSURE	DESCRIPTION	LEVEL	CROSS-REFERENCE/DIRECT ANSWER
Strategy and Analysis	1.1	Statement from the most senior decision-maker of the organization.		P5-6: CEO Message
	1.2	Description of key impacts, risks, and opportunities.		P14: Stakeholder Engagement
Organizational Profile	2.1	Name of the organization.		P4: MCI's Business at a Glance
	2.2	Primary brands, products, and/or services.		MCI Annual Report 2011 - P19
	2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.		MCI Annual Report P40 - MCI Leadership Team
	2.4	Location of organization's headquarters.		Geneva, Switzerland
	2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.		P4: MCI's Business at a Glance. <a href="#">MCI Annual Report 2011</a> P44. We deem all countries relevant to our sustainability strategy
	2.6	Nature of ownership and legal form.		P4: MCI's Business at a Glance
	2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).		P4: MCI's Business at a glance. <a href="#">MCI Annual Report 2011</a> P37 - Financial Results
	2.8	Scale of the reporting organization.		P4: In 2011 MCI operated in 47 countries with 1114 staff. Turnover was CHF384.3 Million with an EBT of CHF5.5 Million and net profit of CHF4.1Million. Total assets were CHF162.4Million, with total liabilities of CHF129.5 Million and total equity of CHF32.9 Million. See also MCI Annual Report P37 – Financial Results.
	2.9	Significant changes during the reporting period regarding size, structure, or ownership.		No major changes except 2 new offices.
	2.10	Awards received in the reporting period.		P46: <a href="#">MCI Annual Report 2011</a>
Report Parameters	3.1	Reporting period (e.g. fiscal/calendar year) for information provided.		P41: Scope of Report. January 1st 2011 to December 31st 2011
	3.2	Date of most recent previous report (if any).		May 11
	3.3	Reporting cycle (annual, biennial, etc.)		P41: Scope of Report
	3.4	Contact point for questions regarding the report or its contents.		guy.bigwood@mci-group.com

GRI G3.1 DISCLOSURE SECTION	PROFILE DISCLOSURE	DESCRIPTION	LEVEL	CROSS-REFERENCE/DIRECT ANSWER
<b>Report Parameters</b> Continued	3.5	Process for defining report content.		The scope (p41) and the issues covered in our sustainability report were selected based on the GRI G3 guidelines, the GRI boundary protocol, stakeholder input, and on-going trend analysis. Key material issues are listed on P15 and prioritized by management by taking into account the potential impact on our business and the importance to the 5 stakeholder groups( Our talent, Suppliers, Clients, the Meetings Industry and the Community where we operate). Through regular meetings and online dialog with these stakeholders (P14-15 Stakeholder Engagement) we validate our approach and develop the report to focus on providing information for these 5 key stakeholder groups: Our strategy is consistently developed and validated through a mix of face to face meetings and online dialogue/questionnaires with these stakeholders (p15). Our strategy focuses on how MCI can minimizing the risks and maximising the opportunities presented by sustainability not only in our internal business operations but also by providing solutions and benefits to our clients, the meetings industry and the community.
	3.6	Boundary of the report (e.g. countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.		P41: Scope of Report - The information in this report covers all MCI operations but does not cover joint ventures
	3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).		None
	3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.		P41: Scope of Report - . No joint ventures, subsidiaries, leased facilities, outsourced operations, significantly affect sustainability impacts or risks of MCI and so are not included. This is reviewed monthly in the planning and management of reporting
	3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g. Mergers/acquisitions, change of base years/periods, nature of business, measurement methods).		Additional Disclosures P xx: Carbon emission calculations were changed for 2010. They were recalculated using the new DEFRA guidelines and CO2 equivalents
	3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.		P41: Scope of Report - No significant changes
	3.12	Table identifying the location of the Standard Disclosures in the report.		Additional Disclosures. P8
<b>Governance, Commitments, and Engagement</b>	4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.		P14: Governance - More detail on MCIs Leadership on P40 of <a href="#">MCI Annual Report 2011</a>
	4.2	Indicate whether the Chair of the highest governance body is also an executive officer.		MCI Annual Report 2011 - P44: The highest governance body is the Executive Committee chaired by MCI President Roger Tondeur. The Advisory Board also provides council to the board. As MCI is a private company the executive committee currently do not see the need for a non-executive chairman of the advisory board. Please see for more information.
	4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or nonexecutive members.		P14: Governance. More detail on MCIs Leadership on P44 of <a href="#">MCI Annual Report 2011</a>

GRI G3.1 DISCLOSURE SECTION	PROFILE DISCLOSURE	DESCRIPTION	LEVEL	CROSS-REFERENCE/DIRECT ANSWER
<b>Governance, Commitments, and Engagement</b> Continued	4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.		P14: Stakeholder Engagement: MCI has a very open management style. All staff are encouraged to provide direct and open feedback to any of the management or HR team. Annual HR and Sustainability questionnaires support the annual Performance Review Process.
	4.14	List of stakeholder groups engaged by the organization.		P14-15: Stakeholders Engagement Clients, Talent, Suppliers, Meetings Industry and the Community
	4.15	Basis for identification and selection of stakeholders with whom to engage.		P14 - 15: Stakeholder Engagement – The MCI approach to sustainability and stakeholder engagement observes the three main principles of the AA1000 APS standard: inclusivity, materiality and responsiveness. <ul style="list-style-type: none"> <li>• Inclusivity tests the firm’s commitment to be accountable to those on whom it has an impact or who have an impact on it.</li> <li>• Materiality refers to the firm’s ability to identify and focus action on the issues of most relevance both to the firm and its stakeholders.</li> <li>• Responsiveness tests the firm’s commitment to take action on the issues raised by stakeholders and communicate this to stakeholders.</li> </ul> P15: In 2011, we conducted our annual survey of over 300 employees and 60 of our largest corporate and association clients who provided valuable feedback and ideas for improvement of our CSR strategy and initiatives. Throughout the year we engaged our clients, suppliers and meetings industry partners in various meetings and 22 industry sustainability events that MCI management led, facilitated or presented at. We will extend our formal stakeholder dialogue process to suppliers in 2012.
	4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.		P15: Listening to our stakeholders: Electronic questionnaires, face to face meetings and conferences
	4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.		P14-15: Stakeholder Engagement. P18-40: Our Progress - highlights actions and results based on stakeholder input
	<b>Economic</b>	EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	
	EC4	Significant financial assistance received from government.		No significant government assistant was received
<b>Environmental</b>	EN3	Direct energy consumption by primary energy source.		Additional Disclosures. MCI purchased and consumed 234,830Kvh of diesel fuel and 131471 Kvh of gas
	EN4	Indirect energy consumption by primary source.		Additional Disclosures. MCI consumed 1.560.076 Kvh of indirect energy (electricity). 5% of our electricity is intentionally purchased from providers using a high percentage of renewables in their mix (exact details unknown at this moment)

GRI G3.1 DISCLOSURE SECTION	PROFILE DISCLOSURE	DESCRIPTION	LEVEL	CROSS-REFERENCE/DIRECT ANSWER
<b>Environmental</b> Continued	<b>EN8</b>	Total water withdrawal by source, mitigation initiatives and improvement results.		Additional Disclosure P8: Details water usage. Mitigation initiatives are included as part of Sustainable office guidelines. Implementation results not currently monitored.
	<b>EN16</b>	Total direct and indirect greenhouse gas emissions by weight.		Additional Disclosures P8: GHG Table
	<b>EN17</b>	Other relevant indirect greenhouse gas emissions by weight.		Additional Disclosures P8: GHG Table
	<b>EN20</b>	NOx, SOx, and other significant emissions by type and weight.		Additional Disclosures P8: GHG Table
	<b>EN26</b>	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.		P19-23, 27-31 summarizes Sustainable Operations and Event Initiatives and impact of select projects. Focus is on mainstreaming processes in 2011 to 2013, and improving measurement of impact mitigation
	<b>EN28</b>	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.		There were no fines in reporting period
	<b>EN30</b>	Total environmental protection expenditures and investments by type.		P8. Group contribution was €173000 and invested on talent education, development of management systems and consulting of client projects
<b>Labour</b>	<b>LA1</b>	Total workforce by employment type, employment contract, and region, broken down by gender.		P24: Talent - details contract type and gender split. In total 65% of our staff our women (70% in Europe and 66% in ROW). 38% of our management team are women (44% Europe, 31% ROW). 75% of staff are permanent, 15% fixed term contracts and 10% intern trainees.
	<b>LA2</b>	Total number and rate of new employee hires and employee turnover by age group, gender, and region.		P24. Average Staff turnover is 12% and is uniform across globe. Total staff increased from 957 to 1114. Average employment is 4.7 years in Europe and 2.8years in Asia. Average employment is 3.47years for women and 4 years for men,
	<b>LA7</b>	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities, by region and by gender.		Not reported. Systems being created to enable disclosure in 2012. Can be combined with EO7
	<b>LA10</b>	Average hours of training per year per employee by gender, and by employee category.		P24. Data on gender and category not yet specified
	<b>LA12</b>	Percentage of employees receiving regular performance and career development reviews, by gender.		P8. 91% of staff receive an annual review. Equal split for gender
	<b>LA13</b>	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.		P24. 38% of our management team are women (44% Europe, 31% ROW).. Minority and age groups not measured yet, as not deemed material at this moment in MCI a very diverse company with 50+nationalities

GRI G3.1 DISCLOSURE SECTION	PROFILE DISCLOSURE	DESCRIPTION	LEVEL	CROSS-REFERENCE/DIRECT ANSWER
Human Rights	HR4	Total number of incidents of discrimination and corrective actions taken.	Fully reported	No incidents were registered
	HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	Fully reported	No incidents were registered
Social	SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programmes.	Partially reported	64% or 30 offices (increase from 20) implemented community engagement programs supporting 52 charities. Details on P33-38.
	SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Fully reported	No contributions were made in reporting period
	SO7	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Fully reported	No fines were incurred in reporting period
Product Responsibility	PR1	Life cycle stages in which health and safety and wellbeing impacts of the event and its products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Fully reported	p24-25. Talent and Promoting Health and Safety: Health, safety and wellbeing is assessed in the creation and implementation phases of our events (hotel, venue, transportation, food and beverage). 70% of all events were assessed in 2011. In 2012 90% of all events will be assessed for combined safety, wellbeing and sustainability risks. 500 Staff have been trained in health and safety. 4 offices launched talent wellness programs
	PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Fully reported	No incidents were registered
	PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Fully reported	No substantiated complaints were registered
	PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the event and the provision and use of products and services.	Fully reported	No significant fines were incurred
Knowledge transfer and impact	EO9	Type and sustainability performance of sourcing initiatives.	Fully reported	P19-21: 67 of our largest partners (representing 40% of spend) have signed our Supplier Code of Conduct. Now local procurement managers are rolling this out to a fully level. 20 Pilot events were conducted with advanced sourcing initiatives. P31 for more information.
	EO11	Number, type and impact of sustainability initiatives designed to raise awareness and impact behaviour change.	Fully reported	P8: Scorecard & P13: Changing Behaviour, and P32 Meetings Industry. 31 offices had a CSR plan that consisted of actions focused on clients, operations, talent, the community and the meetings industry. 35 offices were reporting. Over 52 charities were supported and 89 events organised for the sustainability sector. Examples are in the "Our Progress Section". We have given over 129 speeches to over 18000 people in the meetings industry. P15 identifies statistics that show that behaviour is changing.
	EO12	Nature and extent of knowledge transfer of best practice and lessons learned.	Fully reported	P23, 28-32 provide examples of how our learnings are been captured and used to transmit knowledge. We created 4 videos and used our blog <a href="http://www.lessconversationmoreaction.com">www.lessconversationmoreaction.com</a> and internal newsletter to distribute knowledge.  We have given over 129 speeches to over 18000 people in the meetings industry. We have participated in the development of the ISO, GRI EOSS and ASTM/APEX Standards.

# UN Global Compact Communication On Progress

Principal	What it means	Relevant policies or document	Actions in 2010	How we performed	Page	Actions for 2011
1	<b>Businesses should support and respect the protection of internationally proclaimed human rights</b>	<ul style="list-style-type: none"> <li>MCI CSR Policy</li> <li>MCI Supplier Code of Conduct</li> <li>MCI Code of Business Ethics</li> <li>Sustainability Services training resources</li> </ul>	<ul style="list-style-type: none"> <li>Create a 'train the trainer' guide for CSR@MCI</li> <li>Create online training modules</li> <li>Create guideline for community action projects</li> <li>Track local actions and support group wide initiative</li> <li>Roll out Supplier code of conduct via procurement teams for all group contracts</li> <li>Document percentage of suppliers compliant with agreement</li> </ul>	<ul style="list-style-type: none"> <li>Training documents created and rolled out Jan 2010</li> <li>6 unique training presentations created, but not delivered until 1stQ 2011</li> <li>Guidelines for community action created and delivered, Nov 2010</li> <li>Created a record of community action projects undertaken by MCI offices</li> <li>MCI Procurement office includes Code of Conduct in 100% of major purchasing contracts</li> <li>100% of major suppliers (over €0.5M in purchases) have signed</li> </ul>	P23-25, 27, 34-41	<ul style="list-style-type: none"> <li>Include review of Code of Conduct as part of procurement audit of offices</li> <li>Track number and impact of community action initiatives by MCI offices</li> </ul>
2	<b>Make sure they are not complicit in human rights abuses</b>	<ul style="list-style-type: none"> <li>MCI CSR Policy</li> <li>MCI Supplier Code of Conduct</li> <li>MCI Code of Business Ethics</li> <li>Sustainability Services training resources</li> </ul>	<ul style="list-style-type: none"> <li>Develop online resources and training courses</li> <li>Introduce the Code of Conduct as part of orientation and training for all staff</li> <li>Group procurement to integrate Code of Conduct into all group purchasing agreements</li> </ul>	<ul style="list-style-type: none"> <li>Training documents created and rolled out Jan 2010</li> <li>6 unique training presentations created, but not delivered via MCI Institute until 1stQ 2011</li> <li>MCI Procurement office includes Code of Conduct in 100% of major purchasing contracts</li> <li>100% of major suppliers (over €0.5M in purchases) have signed</li> </ul>	P23-25, 27	<ul style="list-style-type: none"> <li>Develop CSR checklist for new MCI Offices to support commitment and compliance with inclusion of Code of Conduct in supplier contracts</li> </ul>
3	<b>Businesses should uphold freedom of association &amp; effective recognition of the right to collective bargaining</b>	<ul style="list-style-type: none"> <li>MCI CSR Policy</li> <li>MCI Supplier Code of Conduct</li> <li>MCI Code of Business Ethics</li> <li>The Painted Picture Sustainability Services training resources</li> </ul>	<ul style="list-style-type: none"> <li>Include in orientation programme for new MCI staff</li> <li>Update training to include Human rights issues</li> <li>Integrate in all major investments and acquisitions</li> </ul>	<ul style="list-style-type: none"> <li>New hire orientation includes Code of Business Ethics</li> <li>Specific training designed to avoid Human Rights abuses not created. Focus instead was on sustainable development, which includes the requirement for people to meet basic needs</li> <li>MCI includes CSR in The Painted Picture, the documented vision for MCI growth to which newly acquired companies show commitment</li> </ul>	P23-25, 27	<ul style="list-style-type: none"> <li>Develop CSR checklist for new MCI Offices to support commitment and compliance with inclusion of Code of Conduct in supplier contracts</li> </ul>
4	<b>The elimination of all forms of forced and compulsory labour</b>	<ul style="list-style-type: none"> <li>MCI CSR Policy</li> <li>MCI Supplier Code of Conduct</li> <li>MCI Code of Business Ethics</li> <li>The Painted Picture Sustainability Services training resources</li> </ul>	<ul style="list-style-type: none"> <li>Include CSR Policy as core element to office training</li> <li>Introduce Code of Conduct to supply chain. Track number of compliant suppliers</li> <li>Distribute Code of Business Ethics in orientations for all new MCI employees</li> </ul>	<ul style="list-style-type: none"> <li>MCI CSR policy was referenced in trainings starting Jan 2010.</li> <li>Code of Conduct now integrated into procurement system as a standard. Number of supply partners who have signed has not yet been tracked.</li> <li>Code of Business Ethics distributed during new hire orientations and signatures received by trainer</li> </ul>	P23-25, 27	<ul style="list-style-type: none"> <li>Develop CSR checklist for new MCI Offices to support commitment to integrate CSR training</li> </ul>
5	<b>The effective abolition of child labour</b>	<ul style="list-style-type: none"> <li>MCI CSR Policy</li> <li>MCI Supplier Code of Conduct</li> <li>MCI Code of Business Ethics</li> <li>The Painted Picture Sustainability Services training resources</li> </ul>	<ul style="list-style-type: none"> <li>Include CSR Policy as core element to office training</li> <li>Identify total number of supplier contracts still to sign Code of Conduct and follow up</li> <li>Distribute Code of Business Ethics in orientations for all new MCI employees</li> </ul>	<ul style="list-style-type: none"> <li>MCI CSR policy was referenced in trainings starting Jan 2010.</li> <li>Code of Conduct now integrated into procurement system as a standard. Number of supply partners who have signed has not yet been tracked.</li> <li>Code of Business Ethics distributed during new hire orientations and signatures received by trainer</li> </ul>	P23-25, 27	<ul style="list-style-type: none"> <li>Develop CSR checklist for new MCI Offices to support commitment to integrate CSR training</li> </ul>

# UN Global Compact Communication On Progress Continued

Principal	What it means	Relevant policies or document	Actions in 2010	How we performed	Page	Actions for 2011
6	<b>Eliminate discrimination in respect of employment and occupation</b>	<ul style="list-style-type: none"> <li>MCI CSR Policy</li> <li>MCI Supplier Code of Conduct</li> <li>MCI Code of Business Ethics</li> <li>The Painted Picture Sustainability Services training resources</li> </ul>	<ul style="list-style-type: none"> <li>Track/document incidents. Create action plan, by region</li> <li>Create "Train the trainer" for CSR@MCI</li> </ul>	<ul style="list-style-type: none"> <li>Zero incidents reported in 2010</li> <li>Specific training not created. Sustainability training was developed and addresses human rights</li> <li>The Painted Picture underscores the commitment to an ethical and safe workplace</li> </ul>	P23-25, 27	<ul style="list-style-type: none"> <li>Develop CSR checklist for new MCI Offices to support commitment to integrate CSR training</li> </ul>
7	<b>Businesses should support a precautionary approach to environmental challenges</b>	<ul style="list-style-type: none"> <li>MCI CSR Policy</li> <li>MCI Supplier Code of Conduct</li> <li>MCI Code of Business Ethics</li> <li>The Painted Picture Sustainability Services training resources</li> </ul>	<ul style="list-style-type: none"> <li>Implement full office measurement system</li> <li>Evaluate findings and share best practices</li> <li>Develop online training</li> <li>Integrate CSR products into client proposals system wide</li> <li>Each MCI office trained in sustainable actions for events</li> </ul>	<ul style="list-style-type: none"> <li>26 of 44 offices completed measurement template</li> <li>Social media platforms and face to face meetings organized to share best practices</li> <li>CSR guidelines and templates support the initiative to integrate CSR commitments and consultancy deliverables but this is not currently compulsory</li> <li>Online and face to face trainings conducted to over 50 MCI talents for sustainable event management practices</li> </ul>	P23-25, 27, 32	<ul style="list-style-type: none"> <li>Develop CSR checklist for new MCI Offices to support commitment to integrate CSR training</li> </ul>
8	<b>Undertake initiatives to promote greater environmental responsibility</b>	<ul style="list-style-type: none"> <li>MCI CSR Policy</li> <li>MCI Supplier Code of Conduct</li> <li>MCI Code of Business Ethics</li> <li>The Painted Picture Sustainability Services training resources</li> </ul>	<ul style="list-style-type: none"> <li>Initiate effort to see GMIC expand in Europe.</li> <li>Support MCI development of event measurement tool</li> <li>Organize regional events to promote sustainable practices</li> <li>Create simpler products and integrate into client proposals. Each MCI office trained to deliver basic sustainable event practices</li> </ul>	<ul style="list-style-type: none"> <li>MCI active in starting 3 chapters (Amsterdam, Sweden, Spain)</li> <li>Sustainability Services a leader to develop and market Sustainable Event Measurement Tool</li> <li>No specific events with a focus of promoting sustainable events were organized by MCI offices</li> <li>CSR product packages developed and released, including basic and advanced products</li> </ul>	P23-25, 27-33	<ul style="list-style-type: none"> <li>Develop CSR checklist for new MCI Offices to support commitment to integrate CSR training</li> <li>Create support materials, including training, to deliver MCI CSR packages</li> </ul>
9	<b>Encourage the development and diffusion of environmentally friendly technologies</b>	<ul style="list-style-type: none"> <li>MCI CSR Policy</li> <li>MCI Supplier Code of Conduct</li> <li>MCI Code of Business Ethics</li> <li>The Painted Picture Sustainability Services training resources</li> </ul>	<ul style="list-style-type: none"> <li>Implement full office measurement system</li> <li>Integrate CO2 emissions calculation options in registration pages for events</li> <li>Take learnings to help lead international improvement in waste management practices. Share results from GMIC Trash Challenge</li> </ul>	<ul style="list-style-type: none"> <li>26 of 44 offices completed measurement template</li> <li>CO2 calculations offered for selected client events only</li> <li>Event waste statistics for 5 separate events were tracked and uploaded for review in GMIC database</li> </ul>	P23-25, 29-31	<ul style="list-style-type: none"> <li>Develop training and deliver webinar on use of measurement and reporting and MeetGreen calculator</li> <li>Increase number of offices reporting impacts from 26 to 35</li> </ul>
10	<b>Businesses should work against all forms of corruption, including extortion and bribery.</b>	<ul style="list-style-type: none"> <li>MCI Code of Business Ethics</li> </ul>	<ul style="list-style-type: none"> <li>Include in orientation programme for new MCI staff</li> <li>Document issues from rollout to new hire orientation sessions</li> </ul>	<ul style="list-style-type: none"> <li>Code of Business Ethics included in new hire orientation</li> <li>No issues recorded during new hire training sessions</li> </ul>	P23-25, 27	<ul style="list-style-type: none"> <li>Create training and conduct company webinar in collaboration with MCI institute: Business Ethics at MCI</li> </ul>



## Greenhouse Gas Emissions

	2010	2011					
	CO <sub>2</sub>	CO <sub>2</sub>	CH <sub>4</sub>	N <sub>2</sub> O	TOTAL DIRECT GHG	TOTAL INDIRECT GHG	GRAND TOTAL GHG
GHG SOURCE	TOTAL KG CO <sub>2</sub>	TOTAL KG CO <sub>2</sub>	TOTAL KG CO <sub>2</sub> e	TOTAL KG CO <sub>2</sub> e	TOTAL KG CO <sub>2</sub> e	TOTAL KG CO <sub>2</sub> e	TOTAL KG CO <sub>2</sub> e
AIR TRAVEL	2642000	2,430,812	406	23,991	2,455,065	452,107	2,907,172
CAR TRAVEL		93,744	71	373	94,188	16,738	110,926
TRAIN TRAVEL	26000	27,014	30	1,533	28,577	4,123	32,700
OFFICE ELECTRICITY	1,568,000	756,181	363	4,687	761,230	100,207	861,437
OFFICE GAS		26,795	39	16	26,850	2,624	29,474
OFFICE FUEL OIL		66,485	56	270	66,811	11,281	78,093
<b>TOTAL KG</b>	<b>4,236,000</b>	<b>3,401,031</b>	<b>966</b>	<b>30,869</b>	<b>3,432,722</b>	<b>587,080</b>	<b>4,019,803</b>
<b>AVG. tCO<sub>2</sub>e PER EMPLOYEE, TOTAL CO<sub>2</sub></b>	<b>4,426</b>						<b>3,608</b>

Our Greenhouse Gas (GHG) measurement processes have been upgraded this year to use the new 2011 [Defra GHG Guidelines for Company Reporting](#). MCI now report using Carbon Dioxide Equivalents CO<sub>2</sub>e, which includes carbon emissions and other more potentially damaging greenhouse gases. Emission factors are based on UK Greenhouse Gas Inventory values for 2009 (AEA, 2011), available at [www.naei.defra.gov.uk](http://www.naei.defra.gov.uk).

Data is provided by the CSR Champions for all local offices except for the small offices (<8 people) of Rome, Prague, Madrid and Tokyo. 19 offices were unable to provide exact figures for electricity and water usage due to them having all inclusive rental agreements. An average per employee figure was calculated from the 28 other offices and this pro-rated to give estimated values. The figures for air travel include an additional 20% margin to account for any inaccuracies in the current measurement process of employee flight reporting.

The 2011 carbon footprint of the events organized by MCI for clients is estimated at 257,188 tons CO<sub>2</sub>e.

## Energy and Water Usage

Energy and Water Usage Information	2011
Total office electricity energy purchased (Kwh)	1,560,077
Total office gas purchased (Kwh)	234,830
Total office fuel oil purchased (Kwh)	131,471
Total office energy usage per employee (Kwh/employee)	1,729
Total cost of office energy purchased (Euros)	268,072
Number of offices purchasing renewable energy	6
Water usage (litres)	16,231
Water usage/employee	14.57
Number offices recycling	25

# Sustainability Scorecard

Goals 2015	Progress 2010		Progress 2011	Goal 2012
<b>GOVERNANCE: DRIVE PERFORMANCE THROUGH LEADERSHIP IN SUSTAINABILITY REPORTING</b>				
100% offices to have active CSR plan	38%: 18 Offices	↗	65%: 31 offices	85%: 40 offices
100% offices undertaking sustainability reporting	55%: 26 Offices	↗	74%: 35 offices	85%: 40 offices
Managing Directors evaluated on performance of office sustainability programme	n/a	↗	n/a	50%
<b>SUSTAINABLE OPERATIONS: INTEGRATE SUSTAINABILITY CONSISTENTLY INTO OPERATIONS</b>				
100% of events assessed for sustainability, health and safety risks	n/a	↗	12%	90%
100% of major RFP responses and sales proposals to include content on sustainability and MCI solutions	n/k	=	54%	80%
80% of suppliers compliant with MCI Code of Conduct	23 hotels	↗	All 67 partners with preferred supplier agreements	Top10 suppliers in all major offices
Reduce operational carbon emissions per talent by 20% by 2020	4.09 tons CO <sub>2</sub> e/talent	↗	3.61 tons CO <sub>2</sub> e/talent	3.42 tons CO <sub>2</sub> e/talent
<b>EMPOWERING CLIENTS: DEVELOP SUSTAINABILITY SERVICES TO SUPPORT OUR CLIENTS AND THE INDUSTRY SHIFT TOWARD IMPROVED SUSTAINABILITY PERFORMANCE</b>				
Increase market share of events about CSR, Energy and Sustainability	15 events organized	↗	89 events organized	Not Defined
100% of top10 MCI accounts to include sustainability clauses in MCI contracts	0%	↘	0%	10%
<b>SERVING THE COMMUNITY: BUILD A VIBRANT CULTURE OF RESPONSIBILITY AND CARE THAT GENERATES VALUE FOR THE COMMUNITY</b>				
16 hours of pro-bono or community service per talent per year	1 hour / employee 880 hours total	=	1 hour / employee 1,253 hours total	8 hours / employee 9,600 hours total
Funds raised by MCI Talent	€ 74,086	↗	€ 208,597	n/k
Invest 2% of net profit to MCI sustainability programmes	€ 115,000	↗	5% - 173,000€	165,000 €
<b>TALENT DEVELOPMENT AND WELLBEING</b>				
85% employee retention	87%	↗	83%	83%
78% talent satisfaction with MCI sustainability performance and strategy	n/k		78%	80%
Gender balance of women in senior management	27%	↗	38%	34%
50% talent participation in health and wellness programme	1 office had programme	↗	4 offices had programmes	20%
14,200 hours of development and learning	5,018 hours	↗	8,624 hours	9,930 hours



## Statement GRI Application Level Check

GRI hereby states that **MCI** has presented its report “Creating Value - 2011 Sustainability Report” to GRI’s Report Services which have concluded that the report fulfills the requirement of Application Level C.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 21 May 2012

Nelmara Arbex  
Deputy Chief Executive  
Global Reporting Initiative

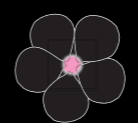


*The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world’s most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. [www.globalreporting.org](http://www.globalreporting.org)*

**Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 15 May 2012. GRI explicitly excludes the statement being applied to any later changes to such material.

# less conversation more action

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A huge thank you to all the dedicated and visionary people who have made the change happen that is documented in this report.

[www.mci-group.com/csr](http://www.mci-group.com/csr)

[www.lessconversationmoreaction.com](http://www.lessconversationmoreaction.com)

[www.mci-group.com/expertise/sustainability\\_services](http://www.mci-group.com/expertise/sustainability_services)